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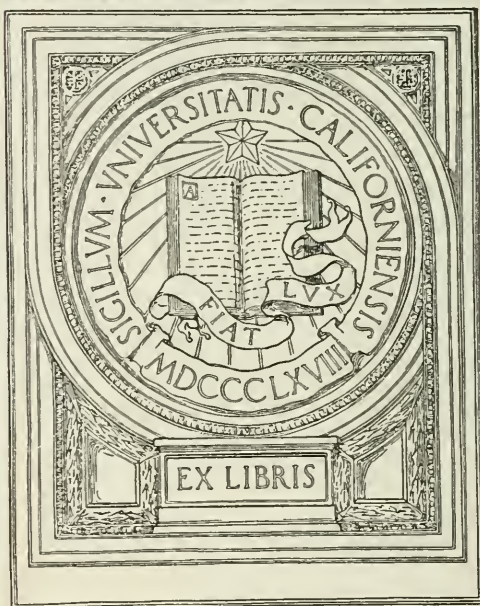
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ROBERT ERNEST COWAN

Annals
OF
The Chamber of Commerce
of San Francisco

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1909

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ANNALS
OF
The Chamber of Commerce
of San Francisco

BY CHESTER W. BURKS, Secretary

The Chamber of Commerce of San Francisco, the senior commercial body of the Pacific Coast, is older than the State. It was born of necessity. It made and executed commercial rulings in the feverish period anterior to State organization and those rulings decided commercial issues. At first it was an arbiter. In a short time its scope and field were widened and it dominated the activities of the entire Pacific Coast. San Francisco supplied the funds for coast enterprises and the Chamber helped safeguard the enterprises and promote favorable legislation. It was to the Chamber that every section turned for advice and assistance. It was to the Chamber that the Federal Government looked for guiding facts about Coast conditions. Then, as now, its views were properly valued in Washington.

As the years rolled along and the commercial communities of the Coast grew greater and richer and the necessities of commerce multiplied the platform of the Chamber expanded. Every live topic requiring the concerted action of the commercial communities of the Coast, or the individual action of San Francisco, was brought into the Chamber for discussion and treatment. Movements started by the Chamber contributed largely to the splendid California today. In a sense the prosperity of the State rests on foundations laid by the Chamber of Commerce. The detailed history of the Chamber would require volumes; imagination can easily fill this outline.

When the Chamber was formed by the pioneers there was not an American court in the city, there was no fixed water front, there were no harbor defenses, no steamers

running to the Orient and no railroads. The community was a law unto itself. And the community confided its business interests to the Chamber. To the everlasting credit of the Chamber this confidence was never betrayed.

**THE FIRST
COMMERCIAL
ARBITRATION.**

In the archives of the Chamber were recently found a bundle of documents, yellowed with age, dated December, 1850, and which give the detail and claim of a commercial disagreement between Bullitt & Patrick and Coghill & Arrington. The Chamber decision was written by G. B. Post, John D. Redmond and Abraham Qureau. Mr. Patrick later made an able president of the Chamber.

**THE SAN
FRANCISCO OF
FORTY-NINE
AND LATER.**

The "Annals of San Francisco" mirror the early city in these stirring words:

"By the beginning of 1849 the population of San Francisco had increased to two thousand. Two months later it was probably three thousand, whilst in July, when the riots and outrages of the 'hounds' came to a height, it might have been nearly five thousand. This was what might be called the usual and permanent population of the time—if anything could be supposed to be permanent in so frail and fluctuating place. Every day new arrivals of immigrants added temporarily to the number until they flocked off to Sacramento, Stockton and the mines. Society was in a state of utter disorganization, which became worse and more terrible as the autumn and winter months brought more thousands to the place. There was neither a proper government for the State, nor recognized municipal authorities who could have protected the citizens and established order and made provisions for the systematic extension of the town and the reception of the coming crowds.

"There was a Military Governor, indeed, and martial law could have been adopted, but the Governor had not sufficient force at his command to curb the wild elements of the population. Every immigrant upon landing in San Francisco became a new man in his own estimation and was prepared to undertake anything or any piece of busi-

ness whatsoever. He did, but it was with a deal of bustle, noise and unnecessary confusion.

"The great recognized orders of society were tumbled topsy-turvy. Doctors and Dentists became draymen, or barbers, or shoe blaeks. Lawyers, brokers and clerks turned into waiters and auctioneers and, perhaps, butchers. Merchants became laborers and lumpers, while laborers and lumpers turned to merchants, lawyers, clerks and mechanics and every class in turn kept lodging houses, eating and drinking houses, billiard rooms or gambling saloons. The people dabbled in beach and water lots, fifty-vara blocks and new town allotments over the whole country; speculated in beef, flour, pork, and potatoes; in dry goods and soft goods and wet and hard; bought and sold at wholesale and were ready to change their minds and embark in some new and nondescript undertaking after two minutes consideration."

**THE CHAMBER
DEMANDS COM-
MERCIAL
FACILITIES**

Soon after California entered the Union and while the city was yet very young the Chamber began agitating for a light-house service for the harbor, for harbor fortifications,

for steamer connection with China and for various other improvements bearing on commercial advancement. From the first the Chamber made creative fights. It reflected the spirit of its members.

AN ECHO OF
THE CIVIL WAR.

In the archives of the Chamber is
this speaking announcement:

IN MEMORY OF ABRAHAM LINCOLN



OUR Nation Mourns. While all the instincts of humanity recoil with horror from the tragedy of blood, we are yet forced to contemplate its terrible realities, in all the fullness of their enormity, and to perform with beseeeming dignity, those duties which we owe to the memory of our murdered President, Abraham Lincoln.

RESOLVED, That the members of this Chamber do participate as a body in the public obsequies of our late honorable and beloved Chief Magistrate; and the Executive Committee be, and it hereby is, requested to make the necessary arrangements, in view thereof, and to invite the merchants at large to join us in the manifestations of respect.

RESOLVED, That the members of this Chamber do wear a suitable badge of mourning for the ensuing thirty days.

REDMOND GIBBONS,
WILLIAM ALVORD,
OLIVER ELDRIDGE,
E. B. BENJAMIN,
ABM. SELIGMAN.

SAN FRANCISCO, April 17, 1865.

**RE-INCORPORATED
IN 1868.**

In 1868 the Chamber re-incorporated for the better regulation of trade, the furtherance of commercial interests and the consequent general advantage to the citizens of California. The members of the corporation were:

Joseph Aaron	Chas. Clayton	Wm. Faulkner
W. J. Adams	James H. Coghill	A. T. Fletcher
L. S. Adams	A. N. Coleman	Alexander Forbes
G. W. Armes	Wm. T. Coleman	Andrew B. Forbes
W. F. Babcock	Walter B. Comstock	R. B. Fordham
W. F. Badger	J. Warren Cox	Frederick Frank
Frank Baker	Hiram C. Coye	Isaac Friedlander
C. H. Baldwin	Henry A. Crane	C. K. Garrison
A. R. Baldwin	A. Crawford	C. Koopmanschap
T. C. Banks	Chas. W. Crosby	Edward Kruse
H. Barroihlet	Eugene Crowell	Redmond Gibbons
G. W. Beaver	H. K. Cummings	George Gordon
James Bell	J. M. Curtis	Adam Grant
L. B. Benchley	Benj. Davidson	Wm. M. Greenwood
E. B. Benjamin	Wm. C. Gawley	D. C. M. Goodsell
John Bensley	Horace Davis	Edw. F. Hall, Jr.
Francis Berton	Jacob Deeth	S. H. Harmon
G. C. Bode	James de Fremery	David N. Hawley
Alfred Borel	C. J. Dempster	Walter N. Hawley
S. B. Boswell	Alfred De Witt	Benj. Hynes
W. C. Bovee	Albert Dibblee	A. Hayward
P. M. Bowen	O. Dickinson, Jr.	H. Heyneman
T. T. Bradshaw	H. L. Dodge	Geo. B. Hitchcock
Geo. F. Bragg	L. C. Dodge	Joseph Hobart
J. G. Bray	W. W. Dodge	R. Hochkofler
Henry Brickwell	Joseph A. Donohoe	Chas. G. Hooker
J. W. Britten	Maurice Dore	Geo. F. Hooper
C. Wolcott Brooks	L. Dinklespiel	C. T. Hopkins
Milton Bulkley	J. A. Drinkhouse	Samuel Hort
Washington Bartlett	C. A. C. Duisenberg	Charles Hosmer
Geo. Campbell	Geo. H. Eggers	L. V. H. Howell
J. W. H. Campbell	K. C. Eldredge	Geo. Howes
Henry Carlton, Jr.	Oliver Eldredge	Henry Hughes
Geo. R. Carter	Moses Ellis	J. Arthur Hope
F. L. Castle	John Everding	J. G. Jackson
Thos. N. Cazneau	C. F. Fargo	E. H. Jones
H. N. Chauncey	James D. Farwell	W. P. Jones
C. Christiansen	N. C. Fassett	Geo. H. Kellogg

John Kentfield	J. C. Merrill	A. Seligman
J. C. King	William Meyer	Ernest Seyd
J. B. Knapp	Albert Miller	Louis Sharp
G. W. McNear	W. J. Miller	D. D. Shattuck
D. C. McNuer	D. O. Mills	Wm. Sherman
J. W. Ladd	W. W. Montagne	Richard D. Sneath
W. Frank Ladd	J. L. Moody	A. Philip Stanford
Charles Langley	G. H. Moore	D. J. Staples
Nicholas Larco	J. Mora Moss	Seigmund Steinhart
Milton S. Latham	Charles Newhaus	David Stern
S. P. Leeds	H. M. Newhall	Levi Stevens
H. Levi	Wm. Norris	Edward F. Stone
James Linforth	Amos Noyes	J. W. Stow
H. P. Livermore	H. D. Oliphant	Robert B. Swain
S. M. Locke	James Otis	Geo. H. Tay
C. Adolphe Low	D. J. Oliver	J. B. Thomas
B. F. Lowe	James C. Patrick	L. L. Treadwell
Julius Lowenhelm	John A. Peck	A. L. Tubbs
Nicholas Luning	J. T. Pennell	Hiram Tubbs
F. E. Lynch	Nelson Pierce	Jacob Underhill
F. W. Macondray	William Pierce	P. Verplank
Edward MacComm	A. J. Plate	Wm. R. Wadsworth
A. W. McPherson	Geo. Platt	Philip L. Weaver
R. H. Magill	C. B. Polhemus	John Wedderspoon
Charles Main	John F. Pope	Bela Wellman
L. B. Mastick	Thos. J. Poulterer	Alexander Weill
William McColl	R. E. Raimond	F. S. Wensinger
A. B. McCreary	W. C. Ralston	John Wightman
J. H. McCune	H. B. Tichenor	H. R. Williams
David McKay	W. H. Tilinghast	J. C. Wilmetding
John J. McKinnon	Thomas Tobin	Casimer Winter
C. E. McLane	Gustave Tonchard	John Winter
Louis McLane	John N. Risdon	P. J. White
F. P. McMahon	J. B. Roberts	John H. Wise
Geo. O. McMullen	Frederick Roeding	S. A. Wood
Ira P. Rankin	J. H. Redington	J. B. Wooster
I. W. Raymond	L. Sachs	W. R. Wheaton
Nicholas Reynolds	Geo. H. Sanderson	W. H. Stowell
D. W. C. Rice	Peter Sather	W. C. Talbot
Philip Meagher	Charles Schmidt	C. L. Taylor
Charles Meinecke	Thos. H. Selby	

The first board of trustees under the reincorporation consisted of:

W. F. Babcock	F. L. Castle	Thomas H. Selby
Isaac Friedlander	Henry B. Williams	Redmond Gibbons
Ira P. Rankin	James Otis	J. W. H. Campbell
James de Fremery	Geo. W. Beaver	Robert B. Swain
James Linforth	L. Sachs	Oliver Eldredge

**WHEN COIN WAS
ABUNDANT AND
GOODS WERE
DEAR.**

Immigration was active in 1850. There was no lack of money then. Coin was so easy to get that thousands of dollars frequently changed hands on the throw of a dice. Eight

dollars a day was the usual price for board. Wheat, flour and salt were sold at \$40 a barrel. The price of brown sugar was 37½ cents. People cheerfully paid fifty cents for a small loaf of bread or a pound of cheese. The port was full of ships. Sailors deserted as soon as their vessels came to anchor and, at one time, between three and four hundred square-rigged vessels were unable to leave anchorage because the sailors had gone to the gold mines. Others were making money so fast that there was no inducement for a man to work for sailors' wages.

Many ships never left the bay. Some rotted and tumbled to pieces; others were picturesquely absorbed by the growing city. The circulation of money, which was in part gold dust and gold nuggets, was very large. Between the end of 1849 and the middle of 1850, according to a report made by J. Neely Johnson, sixty thousand immigrants had started overland by either the northern or southern pass routes. More than 36,000 immigrants arrived in San Francisco in 1850. One-half of the sea passengers were foreigners. At the end of 1850 the population of San Francisco was about 25,000.

**A MERCHANDISE
APPRAISER
APPOINTED.**

In 1852 leading merchants asked that to the Committee on Arbitration and Appeals there should be added a Merchandise Appraiser to The Chamber of Commerce. I. Friedlander, G. B. Post, Daniel Gibbs & Son, Hussey, Bond & Hale, F. B. Thomas and W. Meyer & Co. were among the movers in this direction. "The Chamber of Commerce," so they set forth in a document still in the archives of the Chamber, "being now established on a solid basis, its utility is apparent by the daily services rendered by it to the commerce of this port. It occurs frequently that, in many cases, where the services of the Committee on Arbitration and Appeals are called for, a special knowledge of merchandise in general, as to its value, or partial damage, etc., is required. It is suggested that a person having the necessary qualifications, combined with a commercial position and honorable standing might, with advantage, be added to the committee as permanent appraiser." Emile Grisan had the honor of being the first appraiser.

**A BILL OF
LADING ISSUE.**

In May, 1852 a method for the payments of freights on foreign bills of lading became necessary. The necessity was thus presented in a Committee report submitted to the Chamber in 1852:

"The Committee appointed by the Chamber of Commerce at the annual meeting, May 4, 1852, to take into consideration the difficulty existing in the payment of freight on foreign bills of lading, and to suggest some method whereby these difficulties may in the future be avoided, respectfully recommend the adoption of the following resolution, viz:

RESOLVED, That where foreign bills of lading do not expressly stipulate the payment of freight in a specific coin, foreign currency shall be reckoned according to the United States Value thereof and payment may be made in any legal tender of the United States.

"RESOLVED, That where foreign bills of lading expressly stipulate that the freight shall be paid in a special

coin, then the same must be procured, if required, or its equivalent given, the rate to be determined by the current value at the time in San Francisco."

GEORGE LEWIS COOKE,
J. J. CHANVITEAU.

**THE FAMOUS
BULKHEAD
BILL FIGHT.**

The fight of the Chamber against the Bulkhead Bill is thus described in excerpts from a report of Daniel Gibb, President in 1859.

"In my last report I had occasion to allude to the per-serving attempts of scheming individuals to obtain from the Legislature of California the exclusive right of erecting a bulkhead on the water front of this city (San Francisco) upon terms onerous to commerce, offering no tangible guarantee for the completion of the work, regardless of the city's right to the franchise, and in short, upon terms alike repugnant to common sense and adverse to public interest. These attempts were renewed this year and carried on with a zeal worthy of a better cause and were so nearly successful as to create a little alarm in your minds.

"Your unanimous action on this subject and the strong expression of the views of the Chamber conveyed to the Legislature, strengthened by similar action on the part of other public bodies, opened the eyes of many members from the interior to the demerits of the bulkhead bill, showed them the actual state of public feeling here regarding it and, beyond question, was the means of defeating the obnoxious measure. As similar attempts will in all probability be resumed next session, your standing committee should be continued, with instructions to bring under your notice any fresh moves in the direction of creating any such monopoly, whether emanating from the State or City Government."

The Chamber accepted the suggestion of President Gibb and the fight to keep open the port of San Francisco under the control of and for the benefit of all the public was carried to a successful termination. Perhaps the Chamber earned the gratitude of the State as fully for its earnest agency in this matter of great public concern, as in any of its many early labors for the common good. The vast importance for evil of the bulkhead bill in its appli-

cation to the future of San Francisco, and of the value of the services of the Chamber in this connection are revealed, inferentially, in terms of a memorial in which the Chamber illuminated the situation as follows, in part:

"The Chamber of Commerce has, by the courtesy of the Common Council of the City of San Francisco, been invited to express its views and opinions regarding a sea wall or bulkhead to be erected along a portion of the water front of San Francisco, and more especially, regarding the proposition to that effect made by Levi Parsons, William E. Dennis and others. While this Chamber would regard as important and desirable the erection of a suitable and permanent sea wall, under proper auspices, after mature deliberation and reflection regarding the necessary plans, specifications, etc., and other details connected with a work of such magnitude, this Chamber can not regard as otherwise, the contract proposed, than as alienating in perpetuity all the rights and control of the city over its own water fronts and privileges connected therewith. Such virtual alienation we would regard as fraught with the greatest dangers to the commercial interests of this city and as involving the irrecoverable loss of rights that should be guarded with most jealous care."

A long and hard contest took place. The public, informed by the action of the Chamber of Commerce and by that of other public spirited citizens, buried the scheme to monopolize the city water front of San Francisco.

**SUCCESSFUL
AGITATION FOR
LIGHTHOUSE.**

In 1854 the Chamber asked for an appropriation from the National Government of \$25,000 for the construction of a lighthouse on Point Lobos. The Government responded favorably. The lighthouse was erected in 1860 after the Chamber had succeeded in settling certain land disputes. A light house was also placed on Mare Island in 1860.

The interest of New York was enlisted in 1860. The Chamber of Commerce was notified that the New York Chamber of Commerce had endorsed an appeal that was made by the Chamber of Commerce of San Francisco and the Board of Fire Underwriters, in the shape of a memorial

to the United States Light House Board for a complete light-house service. At first the following sites were mentioned as requiring lights:

Point Reyes, Point Ano Nuevo, Pigeon Point, Point Arenas and Cape Blanco.

**HOW THE LOCAL
FORTIFICATIONS
WERE STARTED.**

The Chamber of Commerce initiated the agitation for harbor defenses. The accompanying correspondence partially tells the story:

“Washington City, July 19, 1854.

Sir:—

I have the hand to acknowledge the receipt of your favor of the 29th May, transmitting certain resolutions of the Chamber of Commerce in regard to the necessity of immediate and adequate appropriations for the construction of public works of defense for the city and harbor of San Francisco.

The Chamber has a right to my humble services and it will afford me great pleasure to do my utmost to secure appropriations on the most liberal scale for the purposes contemplated. Convinced of the importance of the measure and fully coinciding in the views expressed in the resolution, I had already given special attention to the matter and hope the result will prove a realization to the just expectation of the Chamber of Commerce. I may hereafter claim the privilege of presenting some considerations connected with the subject of our “Neutral Rights” which are referred to in the resolution.

I have the honor, sir to remain, with great respect,

Your obedient servant,

(Signed) W. M. GWIN.

John H. Williams, Esq.,

Secretary of The Chamber of Commerce,
San Francisco, California.”

The following communication had been received by the Chamber at an earlier date:

“San Francisco, May 15, 1854.

Dear Sir:

In relation to the matter of which we were conversing yesterday, I have to make the following remarks which I put on paper that you may, if you choose, make use of them.

At its last session Congress, impressed with the importance of defending the city and harbor of San Francisco then perfectly defenseless, made an appropriation, which was considered liberal, of \$500,000 for the defense of San Francisco.

A Board of Engineers had previously examined the coast and projected a system of defensive works for the harbor and bay of San Francisco. This system of defense consisted of an outer line of two-story works guarding the passage of the Golden Gate, viz: on Fort Point and the opposite point of Lime Rock. Also an inner line which consisted of powerful batteries on Alcatraz Island (the island in itself being much defenseable) and minor batteries on the two extremities of Angel Island, Point San Josef and Rincon Point.

It will be seen that the idea is not only to defend the entrance of the bay with the most powerful batteries, but to provide against the contingency of this outer line being freed by an inner line of batteries which should command the anchorage in front of the city and sweep all its approaches. Of the works constituting this system, that of Fort Point is considered the most important, as affording in itself by its admirable position and strong batteries a quite adequate defense of the Golden Gate channel.

Next to this in importance are the works on Alcatraz forming the central point of the inner line, whose guns sweep the approaches to the Golden Gate and the channel between the island and city on the one side and between it and Angel Island on the other, and besides commanding the harbor. The Secretary of War therefore decided that two-thirds of the appropriation should be applied to Fort Point and one-third to Alcatraz.

Large as the appropriation appeared to Congressmen accustomed only to the eastern value of money, it is quite small for even the commencement of the system of works in California. It has been found the more inadequate owing to the immense preparatory labor necessary at these two localities and particularly at Fort Point. That point consisted of a promitory of solid rock, one hundred feet high, which had to be (to provide a suitable location for the powerful batteries contemplated) cut down to near the water's edge. Owing to the shoalness of the water where the location was otherwise favorable, a very long and expensive wharf was necessary for receiving materials.

Roads cut into the rocks have been made and planked leading from the wharf to the site of the work. Quarters for three hundred men with storehouses, smiths' and carpenters' shops have been provided and a sum set aside for procuring materials, so that all the preparations are made for pushing the work as rapidly as money can push it whenever that money shall be provided by Congress, but the several preparatory objects enumerated will have consumed all the available means so that after the end of next month not a stroke of work can be done until we have another appropriation which may not be until late in September.

The same remarks apply in a degree to Alcatraz Island—the officer in charge of that work (Mr. Tower) has done all that could be done with the means at his disposal but like myself his operations will stop for the want of them. It would be superfluous for me to dwell on the immense importance of defending this harbor. The key to the commerce of the Pacific and to our own possessions on these waters: the third commercial city in the United States, at a moment too when a general war in Europe seems inevitable which is likely to reach us and which in all events is best avoided by being in the most perfect state of preparation to meet it.

To allow the enemy to hold for a day even this city and harbor would inflict an unretrievable disgrace on the National Arms, yet at this moment the first stone is not laid for the defensive works at Fort Point and those at Alcatraz are scarcely commenced.

It cannot be too strongly insisted upon, that against a concerted and formidable attack we are utterly helpless.

The idea has been held up in Congress that the large sums demanded could not be advantageously expended in the short time contemplated. Major Tower and myself do not hesitate to pledge ourselves to apply all the means for which we have asked, and in the most advantageous manner. There is no country in the world where work of this kind can be better or more rapidly done.

I have asked for Fort Point \$750,000. Major Tower has asked for \$350,000, but will require to complete his work about \$425,000 over and above the present available means.

In addition to these sums I would recommend that \$500,000 be asked for commencing immediately the work on Lime Point.

I am very respectfully,

(Signed) J. G. BARNARD, United States Engineer."

**DESIRED STEAM
COMMUNICATION
WITH CHINA.**

The following brief letter from United States Senator Milton S. Latham indicates the course of the Chamber in the early days of its existence in matters of large concern:

“Washington City, May 11, 1862.

Sir:

I congratulate your Board on the passage through the Senate of the bill for steam communication to China, also the passage of the Pacific Railroad bill in the House. Everything looks favorable for successful action by Congress on both bills.

Thus far I have been unsuccessful in getting the Committee on Finance of the Senate to act favorably on your memorial relating to the warehouse system. I still hope for success.

With great respect.

Your obedient servant,
(Signed) MILTON S. LATHAM.

Hon. W. R. Wadsworth,
Secretary Chamber of Commerce.”

**WHEN THE CHAM-
BER NAMED PILOT
COMMISSIONERS.**

Many times in the early days of California, the Chamber of Commerce was officially recognized as an advisory body in affairs of State and local and national concern. The California Legislature in 1861, for instance, enacted a law to establish pilots and pilot regulations for the Port of San Francisco, which gave the Chamber the power to name the minority of the Board of Pilot Commissioners, the Governor of California naming the majority. The Chamber was entrusted with the selection of two of the five members and it was mandatory that its nomination be accepted.

This bill was introduced in February, 1861 by Mr. Laspeyre, of the minority of the Committee on Commerce and Navigation as a substitute for Senate Bill No. 36. It was approved May 20, 1861. The compliment to the Chamber and the significance of this legislative action are obvious.

**WHEN THE CENTRAL
PACIFIC AND UNION
PACIFIC ROADS
MET.**

It is difficult to resist the temptation to show in detail the work of the Chamber in promoting the systematic and symmetrical development of the city and its commerce,

for again and again in crucial times the Chamber took a bold and strong stand that favorably determined the fate of this or that important measure. Hawaiian reciprocity, the annexation of Hawaii and many other Federal measures were actively advocated by the Chamber as an organization and by individual members. The following telegram from New York was received by the Chamber the day the Central Pacific and Union Pacific roads were formally joined in Utah:

“New York, May 10, 1869.

Received at San Francisco May 11.

The Chamber of Commerce of the State of New York desires to unite at noon today with the Chamber of Commerce of San Francisco in grateful thanksgiving to Almighty God, the Supreme Ruler of the Universe, on the completion of the continental line of railway, spanning the territory of the American Union and commercially uniting two great oceans of the globe; and in solemn recognition of the manifold benefits and blessings, industrial and commercial and political, national and international, of this great avenue of intercommunication, prays that this new highway thus opened to man will not only develop the resources, extend the commerce, increase the power, exalt the dignity and perpetuate the unity of our republic, but in its broader relations, as a segment of a world-embracing circle, directly connecting the nations of Europe with those of Asia, will materially facilitate the progress of the enlightened civilization of the present age. By order of the Chamber.

(Signed) SAMUEL B. RUGLES,
WM. E. DODGE,
GEORGE OPDYKE,
A. A. LOW.

Committee.

**MEMORALIZING
THE FEDERAL
GOVERNMENT**

As each commercial issue arose the Chamber considered it on its merits and if circumstances warranted, brought the matter to the attention of the National Administration. The Light House Service, the Postal Service, the Revenue Service and the many interests of navigation were treated seriously and intelligently and proper recommendations, based on an impartial analyses of conditions were forwarded to Washington. That these recommendations were always received with respect and often adopted, speaks volumes for the standing of the Chamber. During the incumbency of Mr. J. A. Donohue as President of the Chamber the Government was induced to remove Blossom and Rincon rocks.

**WHERE THE SAN
JOAQUIN VALLEY
RAILWAY STARTED.**

The initial meeting of merchants and business men in the interest of a competing railway in the San Joaquin Valley was held in the assembly hall of the Chamber of Commerce. Subsequent meetings for the promotion of the railway were held in the rooms of the Chamber, and finally through the activity and determination of the members of the Chamber and other influential citizens the San Francisco and San Joaquin Valley Railway enterprise was successfully launched.

PART II.

The overland railway altered business conditions in San Francisco. The railway competed with the sea carriers, the fleet of sailing vessels shrunk, and instead of doing the business of the entire Coast the local merchants, by reason of railway facilities enjoyed by interior points, were forced to abandon territory that since the early days of California had been tributary to San Francisco. The city remained a distributing point, but was no longer the only distributing point. In this as in subsequent changes the city maintained its supremacy as the financial center of the Coast. As the resources of the State and the near-by States and Territories were developed the city gained importance and population, and with each passing year the commercial issues increased and the burdens of the Chamber of Commerce grew heavier. Agriculture and horticulture brought the State into international prominence and assisted in demonstrating the permanency of San Francisco. The Chamber disseminated statistical information about the trade, the commerce and the resources of the city and State correspond with the leading commercial organizations of the world, informed Congress and the Departments on needed legislation and was tireless in its efforts to push the city into more profitable prominence. What may be called the second period of San Francisco lasted until April 18th, 1906.

THE TRANS-SIBERIAN MISSION.

In the latter part of 1898 the business men of the Pacific Coast were visibly disturbed over reports that the Trans-Siberian Railway, then nearing completion, would provide cheap transportation for European merchants, manufacturers and producers and, by creating a new current of trade, would also curtail the Asiatic market for American flour and other products. Learning that William M. Bunker, a Trustee of the Chamber was about touring the world via India route, the Chamber requested him to cross Asia by way of Siberia and study and describe the resources and trade of

that region and report on the trade influence of the Trans-Siberian Railway. Mr. Bunker consented to make the detour and in 1899 he crossed the Russian Empire from Vladivostock to Cronstadt, a distance of over 6,000 miles, and officially reported on the Trans-Siberian Railway and the trade and resources of eastern Siberia. The unbuilt spaces in the railway line were covered by 1,600 miles of river travel and over 1,000 miles of post road riding. Mr. Bunker gave the Chamber a detailed report of the activities of eastern Siberia and showed the Trans-Siberian Railway could not curtail the Asiatic market for American products and that the wheat of eastern Siberia, about which so many favorable reports had been given, was an inferior article, the climatic conditions in eastern Siberia preventing the growth of even a fair wheat, and the general conditions necessarily limiting the crop. Mr. Bunker traveled at his own expense and in Asia and Europe his work for the Chamber was wholly complimentary. While in London Mr. Bunker, as the representative of the Chamber of Commerce of San Francisco, accepted an invitation to address the London Chamber of Commerce on the resources of eastern Siberia. He was in Europe two years and during that time studied the leading ports with respect to their trade relations with San Francisco.

**THE WASHINGTON
BUREAU.**

In December, 1901, at the suggestion of President Geo. A. Newhall, the Chamber appointed Mr. Bunker its representative in Washington, D. C. In the succeeding five years he promoted the Chamber policies at Congressional hearings and in the departments, advocating such measures as were specially approved by the Chamber and opposing those that conflicted with the commercial interests of the city and State. The Chamber was conspicuously active in the great fight for a national irrigation law, in the agitation for an Isthmian Canal and initiated the inquiry into Army affairs that led to the legislation for a military depot and transport docks at Black Point. While the California Con-

gressional delegation invariably respected the requests of the Chamber and usually advocated its approved measures it is none the less a fact that the organization was peculiarly fortunate in the Hon. George C. Perkins, the senior Senator from California, having been President of the Chamber, was in a position to appreciate the needs of the Pacific Coast and properly impress his colleagues.

MISCELLANEOUS OPERATIONS.

In 1885 the Chamber favored the ratification of a treaty with Nicaragua and the construction of a canal across Nicaragua and insisted that a ship canal to connect the great oceans of the globe was a commercial and naval necessity. That year was marked by the entrance into San Francisco of the first competing overland railway, the Atchison, Topeka & Santa Fe Railroad. In the same year Henry L. Dodge, then President of the Chamber of Commerce, showed the care the Chamber had always maintained for the public advancement. An extract from his annual report follows:

"By the construction of the sea wall around the city front a large number of gores have been formed, which amount in the aggregate to about ninety 50-vara lots. This property, which belongs to the State, and is under the control of the State Harbor Commissioners, should be utilized for various public purposes, such as union depots and public markets and should not be sold or otherwise alienated for private or speculative purposes."

The wisdom of this advice has been shown in the existence of the present Ferry Building at the foot of Market Street.

In 1885 the Chamber followed up the idea of having the harbor property fortified and adopted the following resolution:

RESOLVED, That our Senators and Representatives be respectfully requested to use their influence in securing Government appropriations for the defense of San Francisco on plans in accordance with modern requirements and on a scale commensurate with the important interests involved."

So, in the next year, the annual report of the President of the Chamber preserved the record of the beginning of iron ship-building on a large scale at San Francisco, in the following words:

"I refer with pride and pleasure to the establishment in this city by the Union Iron Works of a plant capable of constructing iron ships of the largest capacity; and I am pleased to know that they have recently secured a contract from the United States Government for the construction of an iron war-vessel of the largest class."

THE CHAMBER INVITES THE CO-OPERATION OF COAST COMMERCIAL ORGANIZATIONS.

At various times the Chamber interested itself especially in the betterment of Pacific Coast interests outside of California. It memorialized Congress for improvements at the mouth of the Columbia River; and, in recognition of the common interests of the Coast, adopted the following as its avowed policy (in 1889) to which it has always steadfastly adhered:

"RESOLVED. That the Chamber of Commerce of San Francisco, recognizing the mutual interests of the comparatively few first-class seaports on the Pacific Coast of the United States, invites friendly co-operation of commercial organizations thereof in securing the necessary expenditure by the Federal Government, to facilitate the maritime commerce which will in so great a degree contribute to their prosperity."

SAFEGUARDING TRADE AND COMMERCE INTERESTS.

The improvement of the Sacramento River, the survey of the coast of Alaska, the discrimination against San Francisco in the matter of tea freights, subsidies to American ships, the establishment of a National Bureau of Navigation, the "urgent necessity for cable communication between the Pacific Coast and the United States, the Hawaiian Islands, the islands of the Pacific, the Australian Colonies, New Zealand and the Orient," the improvement of the form of government in Alaska, the fostering of the beet sugar industry of the United States by appro-

priate measures, the extension of the San Francisco sea wall, the construction of a cable connecting Tatoosh Island and Cape Flattery, commercial reciprocity, the establishment of a naval training service in the Bay of San Francisco—these were a few of the characteristic topics and enterprises with which the Chamber was identified.

When the Traffic Association of California was organized in San Francisco, in the early nineties, for the purpose of united action on the part of the commercial community to secure better transportation conditions, the Chamber formally endorsed the movement in the following preamble and resolution:

“WHEREAS, The Chamber of Commerce of San Francisco recognizes the necessity of some organization of our merchants, manufacturers and producers to unite for the general purpose of doing all in their power to build up the commercial prosperity of San Francisco and the State of California, by encouraging the building of canals, competitive systems of railroads and steamships, and for such other purposes as may tend to develop the interests and trade of our State; therefore be it

“RESOLVED, That this Chamber of Commerce hereby endorses the Traffic Association of California, just formed with the aforesaid objects in view; and that an organization of the mercantile element, united in this great and momentous question will prove of vast and lasting benefit to our industries, interests and trade.”

The Chamber ardently advocated the annexation of the Hawaiian Islands to the United States. This resolution was adopted in 1893:

“RESOLVED, That the Chamber of Commerce of San Francisco is of the opinion that the speedy annexation of the Hawaiian Islands to the United States is of vital importance to the general interests of the Pacific Coast, and will be to the political and commercial advantage of this whole country, citizens of which, or their descendants in Hawaii, own or control the great bulk of its property and commerce; that this Association, believing that it speaks the opinion of the majority of the inhabitants of this Coast, hereby expresses its convictions that it is the duty of the United

States to heed, without further delay, the appeal of the Hawaiian Islands for annexation, and to extend to our colony the enlightened protection of the Government and institutions of this country by incorporating Hawaii as an integral part of the United States."

A BUSY YEAR.

The year 1904 was very busy, so much so that extracts from report of the President, George A. Newhall, are of special interest:

"Your Chamber," so reported President Newhall, "took an active interest in the merchant marine commission and, on January 12th, passed resolutions in favor of having Congress create a commission to investigate American shipping. We are pleased to say that our action in behalf of the shipping commission was successful as Congress subsequently appointed the Merchant Marine Commission.

"Early in January your Board took action in favor of having the harbor at Honolulu improved so that deep-water vessels could enter readily; also action in the same line at Hilo. Congress has measures before it looking to these improvements. The matter is now before a Special Committee of your Board who are giving it attention. A bill has been introduced in Congress providing for the removal of derelicts. Action has been taken in this matter as your Trustees consider derelicts a great menace to navigation.

"Late in January, upon the recommendation of our Internal Trade and Improvement Committee, action was taken in favor of introducing the postal tube system in San Francisco for the purpose of transporting mail rapidly throughout the city. This movement is still having our attention. Together with the various commercial organizations of your city your Board took action in favor of a World's Fair to take place in San Francisco in 1913, or at the completion of the Panama Canal.

"Your Chamber took active interest in the San Francisco sea wall act and appointed a joint committee on Harbor and Shipping, with the other organizations, to impress upon the voters of this State the necessity of a favorable action at the election in November, 1904. We are pleased to state that at that election the Sea Wall Act was carried by a very large vote. It provides for the issuance of State bonds for \$2,000,000 for the improvement of the water front.

"Your committee on Internal Trade and Improvements took up the matter of the Indian Warehouse and so vigorously did they work, that Congress has provided for a ware-

house in San Francisco for Indian supplies. This business had been lost to San Francisco but is now restored. San Francisco being a cosmopolitan city, we deemed it advisable to provide for an Immigration Bureau in this city. This matter is now having our attention, and is being laid before the present Congress. We have petitioned Congress in favor of having a station on the coast of California for investigating marine fisheries.

"Action has been taken in favor of having Congress provide a depot for Quartermaster's subsistence and Medical Stores in San Francisco. This is quite important as it largely effects our island possessions. A resolution has been adopted by your Board, and action taken, looking to the National Government taking proper action to set apart what are known as 'Vancouver Pinnacles,' San Benito County, as a National Park.

"Many other matters have interested the Chamber and action has been taken in favor of various harbor improvements, such as lighthouse and fog signal on Red Rock, a lighted bouy off Point Pinole; a light fog signal at Army Point; the dredging of San Rafael and Petaluma Creeks; removing rocks in the North Channel and near Pacific Mail dock; removing Mission Bay Rock, removing Packard Rock and various improvements to Oakland harbor."

Each year between 1870 and April 18, 1906 was similarly filled with work on the part of the Chamber.

HOW THE CHAMBER REACHES THE COM- MERCIAL WORLD.

The Chamber corresponds with Chambers of Commerce of nearly all the countries of the world. The list shows how far reaching are

Chamber of Commerce communications:

EUROPEAN COUNTRIES

- American Chamber of Commerce, Paris.
- Chamber of Commerce, Calais, France.
- Chamber of Commerce of Havre, France.
- Camera de Comercio, Oporto.
- Chamber of Commerce, London.
- Chamber of Commerce, Liverpool.
- Chamber of Commerce, Glasgow.
- Chamber of Commerce, Bristol, England.
- Chamber of Commerce, Southampton, England.
- Chamber of Commerce, Genoa, Italy.

Chamber of Commerce, Hamburg, Germany.
 British Chamber of Commerce, Paris.
 Chamber of Commerce, Amsterdam, Holland.
 Chamber of Commerce, Edinburgh, Scotland.
 Chamber of Commerce, Bremen.
 Chamber of Commerce and Factory, Ghent.
 American Chamber of Commerce in Berlin.
 Deutsches Export Information Bureau, Cologne.
 Chamber of Commerce, Bordeaux, France.

CORRESPONDENTS IN OTHER FOREIGN LANDS

Chamber of Commerce, Sydney, New South Wales.
 Chamber of Commerce, Melbourne, Australia.
 Chamber of Commerce, Geelong, Australia.
 Chamber of Commerce, Auckland, New Zealand.
 Hongkong Chamber of Commerce.
 Yokohama Foreign Chamber of Commerce.
 Chamber of Commerce, Adelaide, South Australia.
 Chamber of Commerce, Canterbury, New Zealand.
 Chamber of Commerce of Bengal, Calcutta.
 Vancouver Board of Trade.
 British Columbia Board of Trade, Victoria, B. C.
 Chamber of Commerce, Newcastle, Australia.
 Chamber of Commerce of Bulawayo, Matabeleland, South Africa.
 Nagasaki Chamber of Commerce, Nagasaki, Japan.
 Imperial University, Kyoto, Japan.
 American Chamber of Commerce, Manila.
 Yokohama Japanese Chamber of Commerce.
 Chamber of Commerce, Kobe, Japan.
 Wellington Harbor Board, Wellington, N. Z.
 Manila Chamber of Commerce, Manila, P. I.
 Perth Chamber of Commerce, West Australia.
 Chamber of Commerce, Johannesburg, Africa.
 United States, outside of California; and the Pacific Coast :
 Chamber of Commerce of the State of New York, New York City.
 Chamber of Commerce, Boston.
 Board of Trade and Transportation, New York City.
 Philadelphia Maritime Exchange, Philadelphia.
 Baltimore Board of Trade.
 Chamber of Commerce, New Orleans.

Chamber of Commerce, Cincinnati.
New York Produce Exchange.
Chamber of Commerce, Savannah, Ga.
Chamber of Commerce, Galveston, Texas.
Chicago Board of Trade.
Peoria Board of Trade, Peoria, Ill.
Pittsburg Chamber of Commerce.
Chicago Chamber of Commerce.
Bath Board of Trade, Bath, Me.
Chamber of Commerce, Sault Ste Marie, Mich.
Merchants Exchange, St. Louis.
Omaha Board of Trade.
Board of Trade, Newark, N. J.
Chamber of Commerce, Cleveland, Ohio.
Philadelphia Board of Trade.
Chamber of Commerce, Richmond, Va.
Milwaukee Chamber of Commerce.
Merchants Exchange, Memphis, Tenn.
New York State Library, Albany, N. Y.
Chamber of Commerce, New Haven, Conn.
Commercial and Industrial Association, Montgomery, Ala.
Interstate Commerce Commission, Washington, D. C.
Merchants' & Manufacturers' Association, Baltimore, Md.
Board of Trade, Springfield, Mass.
Staten Island Chamber of Commerce, Staten Island, N. Y.
State Historical Society of Wisconsin, Madison, Wis.
Business Men's Association, Pueblo, Colo.
Philadelphia Commercial Museum.
University of Pennsylvania, Philadelphia.
Commercial Club of St. Paul, Minn.
Commercial Club, Cedar Rapids, Ia.
National Board of Trade, Philadelphia.
Boston Merchants' Association.
Chamber of Commerce, Buffalo, N. Y.
Netherland Chamber of Commerce in America.
New York City.
Commercial Club of Fargo, North Dakota.

Officers and Trustees of the Chamber:

Many of the most active and successful business men of San Francisco have served as officers and trustees of the Chamber. The list from the date of the organization to the present time is as follows:

OFFICERS AND TRUSTEES OF

THE CHAMBER OF COMMERCE OF SAN FRANCISCO

FROM DATE OF ORGANIZATION

	1851-2	1852-3	1853-4	1854-5	1855-6
President.	Beverly C. Sanders	Beverly C. Sanders	D. L. Ross	J. B. Thomas	J. B. Thomas
1st Vice do.	*	*	*	*	J. R. Rollinson.
2d Vice do.	*	*	*	*	H. F. Dana
Secretary, Treasurer and Librarian }	Lewis W. Sloat	Lewis W. Sloat	Lewis W. Sloat	John H. Williams	Wm. R. Wadsworth
Membership ..	*	*	*	*	*
	1856-7	1857-8	1858-9	1859-60	1860-1
President.	F. W. Macondray	Dan'l Gilbb	Dan'l Gilbb	Albert Dibblee	Albert Dibblee
1st Vice do.	H. F. Dana	*	*	Jas. De Fremery	Geo. H. Kellogg
2d Vice do.	H. Carlton, Jr	*	*	Geo. H. Kellogg	C. J. Dempster
Secretary, Treasurer and Librarian }	Wm. R. Wadsworth	W. R. Wadsworth	Wm. R. Wadsworth	Wm. R. Wadsworth	W. R. Wadsworth
Membership ..	*	*	*	May 1859-65	May 1860-93

* The Records of the Chamber having been lost in 1859, the Secretary has been unable to obtain this information.

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1861 TO 1868.

	1861-2	1862-3	1863-4	1864-5
President	Geo. H. Kellogg	Geo. H. Kellogg	Jas. De Fremery	Jas. De Fremery
1st Vice do	C. J. Dempster	C. J. Dempster	C. Adolphe Low	C. Adolphe Low
2d Vice do	Jas. De Fremery	Jas. De Fremery	J. Y. Halleck	R. Gibbons
Executive Committee	C. J. Dempster	J. W. Clark	J. B. Thomas	J. B. Thomas
	Wm. C. Ralston	Wm. C. Ralston	Geo. F. Bragg	R. G. Sneath
Secretary, Treasurer and Librarian	J. W. Clark	C. J. Dempster	R. G. Sneath	Geo. F. Bragg
	Wm. R. Wadsworth	Wm. R. Wadsworth	Wm. R. Wadsworth	Wm. R. Wadsworth
Membership	May 1861-111	May 1862-111	May 1863-114	May 1864-105
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	1865-6	1866-7	1867-8	
President	J. A. Donohoe	R. G. Sneath	R. G. Sneath	
1st Vice do	W. Meyer	Robt. B. Swain	Robt. B. Swain	
2d Vice do	C. W. Brooks	J. W. Stow	J. W. Stow	
Executive Committee	R. G. Sneath	Albert Dibblee	John Eyerding	
	L. B. Benchley	W. Bartlett	W. Bartlett	
Secretary, Treasurer and Librarian	Albert Miller	A. L. Tubbs	J. W. H. Campbell	
	Wm. R. Wadsworth	Wm. R. Wadsworth	Wm. R. Wadsworth	
Membership	May 1865-114	May 1866-235	May 1867-237	

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1868 TO 1873.

	1868-9	1869-70	1870-1	1871-2	1872-3
President..	James Otis	James Otis	Robt. B. Swain.	Robt. B. Swain.	C. Adolphe Low
1st Vice-President	I. Friedlander	I. Friedlander	C. Adolphe Low	C. Adolphe Low	Wm. T. Coleman
2d Vice-President	Geo. W. Beaver	Geo. W. Beaver	Alex. Weill	Wm. T. Coleman	I. Friedlander
Trustee	Wm. F. Babcock..	Wm. F. Babcock	Wm. F. Babcock	Wm. F. Babcock	Wm. F. Babcock
Trustee	Ira P. Rankin	Ira P. Rankin	H. P. Blanchard	C. A. C. Duisenberg	H. P. Blanchard
Trustee	Thos. H. Selby	Thos. H. Selby	Albert Dibblee.	Jas. DeFreney	C. Christiansen
Trustee	R. Gibbons.	R. Gibbons.	Jas. Linforth	J. C. Merrill	Albert Dibblee.
Trustee	J. W. H. Campbell	C. Adolphe Low	Ira P. Rankin	I. W. Raymond	Horace Davis.
Trustee	Robt. B. Swain..	Robt. B. Swain.	Levi Stevens.	J. H. Redington	O. Eldridge
Trustee	L. Sachs	L. Sachs	L. B. Benchley	Horace Davis.	James Otis
Trustee	Jas. DeFreney	Jas. DeFreney	Jas. DeFreney	Albert Dibblee	Thos. H. Selby
Trustee	Jas. Linforth	Jas. Linforth	C. T. Hopkins.	J. T. Dean	J. W. Stow
Trustee	Fred. L. Castle	Fred. L. Castle	James Otis	W. W. Montague..	Robt. B. Swain.
Trustee	H. B. Williams	H. P. Blanchard	L. Sachs	James Otis	Levi Stevens.
Trustee	O. Eldridge	O. Eldridge	John H. Wise	L. Sachs	John H. Wise
Secretary, Treasurer and Librarian	C. T. Hopkins	W. Bartlett	W. Bartlett	W. Bartlett	W. Bartlett
Membership	May 1868 237	May 1869 239	May 1870—240	May 1871—246	May 1872—255

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1873 TO 1878.

	1873-4	1874-5	1875-6	1876-7	1877-8
President	Wm. T. Coleman	Wm. F. Babcock	Wm. F. Babcock	I. Friedlander	I. Friedlander
1st Vice-President	Wm. F. Babcock	I. Friedlander	I. Friedlander	J. C. Merrill	J. C. Merrill
2d Vice-President	I. Friedlander	J. D. Walker	J. C. Merrill	I. W. Raymond	I. W. Raymond
Trustee	H. P. Blanchard	J. C. Merrill	C. Adolphe Low	Horace Davis	E. D. Heatley
Trustee	C. Christiansen	M. J. O'Connor	I. W. Raymond	W. N. Olmsted	E. N. Olmsted
Trustee	Jas. DeFreney	I. W. Raymond	M. P. Jones	Ira P. Rankin	Ira P. Rankin
Trustee	O. Eldridge	H. B. Williams	Jas. C. Patrick	Geo. F. Bragg	Geo. F. Bragg
Trustee	James Otis	Geo. H. Eggers	A. L. Tubbs	Levi Stevens	Levi Stevens
Trustee	J. W. Stow	N. C. Fassett	Fred. L. Castle	W. N. Hawley	W. N. Hawley
Trustee	Geo. F. Bragg	M. P. Jones	J. C. Wilmerding	D. C. McRuer	D. C. McRuer
Trustee	Albert Dibblee	R. C. Johnson	Wm. Norris	C. Adolphe Low	C. Adolphe Low
Trustee	J. C. Merrill	Jas. C. Patrick	W. N. Olmsted	W. C. Talbot	W. C. Talbot
Trustee	Jas. C. Patrick	H. B. Tichenor	N. C. Fassett	W. W. Dodge	W. W. Dodge
Trustee	Thos. H. Selby	Fred. Reedling	Horace Davis	D. D. Shattuck	D. D. Shattuck
Trustee	John H. Wise	C. L. Taylor	C. L. Taylor	Alfred P. Ellett	Alfred P. Ellett
Secretary, Treasurer and Librarian	W. Bartlett	Henry Mel	Henry Mel	Henry Mel	Henry Mel
Membership	May 1873-238	January 1874-234	January 1875-241	January 1876-232	January 1877-227

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1878 TO 1883.

	1878-9	1879-80	1880-1	1881-2	1882-3
President.....	Jas. C. Patrick	Geo. C. Perkins	Wm. F. Babcock	Wm. F. Babcock	Wm. F. Babcock
1st Vice-President.....	J. C. Merrill	J. C. Merrill	A. P. Williams	A. P. Williams	A. P. Williams
2d Vice-President.....	L. W. Raymond	L. W. Raymond	Jas. D. Walker	Fred. L. Castle	E. D. Heatley
Trustee.....	W. N. Olmsted	Wm. N. Olmsted	A. B. Forbes	Albert Dibblee	Andrew Welch
Trustee.....	Sam'l Hart	Sam'l Hart	G. W. McNear	William L. Merry	A. Chesebrough
Trustee.....	Robt. Balfour	R. Balfour	Moses Heller	Jas. DeFremercy	S. L. Jones
Trustee.....	H. P. Blanchard	H. P. Blanchard	Edward Kruse	R. B. Forman	Claus Spreckels
Trustee.....	Wm. B. Hooper	Wm. B. Hooper	Fred. L. Castle	Eugene DeSable	Robt. Balfour
Trustee.....	Chas. Goodall	Chas. Goodall	Chas. Goodall	W. H. Dimond	Alfred P. Elfeldt
Trustee.....	S. L. Jones	S. L. Jones	Jas. R. Kelly	Fred'k Jacobi	Eugene DeSable
Trustee.....	W. W. Montague	W. W. Montague	Jabez Howes	E. L. G. Steele	W. W. Dodge
Trustee.....	Claus Spreckels	Claus Spreckels	F. W. Macdonald	W. W. Dodge	W. J. Adams
Trustee.....	Kahman Haas	Kahman Haas	A. McKinlay	W. W. Montague	Jas. DeFremercy
Trustee.....	J. J. McKinnon	J. J. McKinnon	Caleb T. Fay	John Kentfield	A. Scrivener
Trustee.....	A. B. Forbes	A. B. Forbes	J. J. McKinnon	J. N. Knowles	Wm. B. Hooper
Secretary, Treasurer and Librarian.....	Henry Mel	Morris Marcus	Morris Marcus	Morris Marcus	Morris Marcus
Membership.....	January 1878-221	January 1879-214	January 1880-161	January 1881-156	January 1882-171

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1883 TO 1888.

	1883-4	1884-5	1885-6	1886-7	1887-8
President.	Horace Davis.	Horace Davis.	Henry L. Dodge.	Henry L. Dodge.	William L. Merry.
1st Vice-President.	D. J. Staples.	D. J. Staples.	William L. Merry.	William L. Merry.	E. L. G. Steele.
2d Vice-President.	Andrew Welch.	Andrew Welch.	E. L. G. Steele.	E. L. G. Steele.	Charles Goodall.
Trustee.	J. J. McKinnon.	J. J. McKinnon.	J. N. Knowles.	J. N. Knowles.	C. L. Taylor.
Trustee.	G. W. McNear.	G. W. McNear.	Alfred P. Elliott.	Alfred P. Elliott.	Adam Grant.
Trustee.	H. Beveridge.	C. L. Taylor.	W. H. Dimond.	W. H. Dimond.	John L. Howard.
Trustee.	A. Chesebrough.	J. N. Knowles.	A. E. Hecht.	A. E. Hecht.	W. J. Adams.
Trustee.	Alfred P. Elliott.	Alfred P. Elliott.	C. L. Taylor.	C. L. Taylor.	Ira P. Rankin.
Trustee.	Eugene DeSable.	Eugene DeSable.	Albert Miller.	Albert Miller.	E. W. Newhall.
Trustee.	Andrew Crawford.	Andrew Crawford.	E. W. Newhall.	E. W. Newhall.	Fred. L. Castle.
Trustee.	H. L. E. Meyer.	H. L. E. Meyer.	Fred. L. Castle.	Fred. L. Castle.	W. W. Montague.
Trustee.	James DeFremery.	William L. Merry.	J. J. McKinnon.	J. J. McKinnon.	Chas. Kohler.
Trustee.	R. Hochkoffler.	Chas. W. Whitney.	W. W. Montague.	W. W. Montague.	J. M. Rona.
Trustee.	E. L. G. Steele.	E. L. G. Steele.	L. L. Baker.	L. L. Baker.	C. B. Stone.
Trustee.	Jacob S. Taber.	Jacob S. Taber.	Hugh Craig.	Hugh Craig.	H. L. E. Meyer.
Secretary, Treasurer and Librarian.	Morris Marcus.	Morris Marcus.	Morris Marcus.	Morris Marcus.	Thos. J. Haynes.
Membership.	January 1883—168.	January 1884—156.	January 1885—169.	January 1886—175.	January 1887—220.

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1888 TO 1893.

	1888-9	1889-90	1890-1	1891-2	1892-3
President	William L. Merry ..	Ira P. Rankin	Geo. C. Perkins	C. L. Taylor	E. B. Pond
1st Vice-President ..	E. L. G. Steele	Charles Goodall	C. L. Taylor	W. H. Dimond	W. H. Dimond
2d Vice-President ..	Chas. Goodall	C. L. Taylor	Geo. W. McNear	Jas. F. Chapman	Jas. F. Chapman
Trustee	C. L. Taylor	R. B. Fornan	W. T. Y. Schenck	Wm. L. Merry	Wm. L. Merry
Trustee	Robt. Balfour	W. H. Talbot	Geo. H. Sudderson	W. T. Y. Schenck	W. T. Y. Schenck
Trustee	James Carolan	James Carolan	W. H. Harries	W. W. Spaulding	A. J. Ralston
Trustee	Fred L. Castle	Fred. L. Castle	John D. Spreckels	Chas. R. Allen	W. W. Montague
Trustee	Robt. Watt	Robt. Watt	A. J. Ralston	A. J. Ralston	Barry Baldwin
Trustee	Ira P. Rankin	W. T. Y. Schenck	John Rosenfeld	John Rosenfeld	C. L. Taylor
Trustee	W. W. Montague	W. W. Montague	Arthur R. Briggs	Arthur R. Briggs	Arthur R. Briggs
Trustee	G. W. McNear	G. W. McNear	James F. Chapman	J. J. McKinnon	John Rosenfeld
Trustee	James F. Chapman	James F. Chapman	Robt. Watt	Robt. Watt	M. P. Jones
Trustee	H. L. E. Meyer	C. L. Dingley	E. W. Newhall	C. B. Stone	J. J. McKinnon
Trustee	R. W. Simpson	A. R. Briggs	James Carolan	James Carolan	John F. Merrill
Trustee	E. W. Newhall	E. W. Newhall	W. E. Halloway	Louis B. Parrott	Louis B. Parrott
Secretary, Treasurer and Librarian)	Thos. J. Haynes	Thos. J. Haynes	Thos. J. Haynes	Thos. J. Haynes	Thos. J. Haynes
Membership	January 1888—231 ..	January 1889—247 ..	January 1890—259 ..	January 1891—259 ..	January 1892—310 ..

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1893 TO 1898.

	1893-4	1894-5	1895-6	1896-7	1897-8
President	E. B. Pond	W. H. Dimond	W. H. Dimond	Hugh Craig	Hugh Craig
1st Vice-President ..	W. H. Dimond	Jas. F. Chapman	Hugh Craig	John L. Howard	John L. Howard
2d Vice-President ..	Jas. F. Chapman	Hugh Craig	W. T. Y. Schenck	Louis B. Parrott	Louis B. Parrott
Trustee	Wm. L. Merry	E. B. Pond	E. B. Pond	W. H. Dimond	Louis Sloss, Jr.
Trustee	A. J. Ralston	R. D. Laidlaw	Wm. L. Merry	W. L. Merry	Charles M. Yates
Trustee	W. T. Y. Schenck	Louis B. Parrott	A. J. Ralston	Jas. F. Chapman	George A. Newhall
Trustee	Arthur R. Briggs	Chas. Nelson	Louis B. Parrott	Chas. Nelson	Charles Nelson
Trustee	C. L. Taylor	C. L. Taylor	Geo. A. Newhall	A. J. Ralston	W. E. Mighell
Trustee	Charles Nelson	William L. Merry	Walter M. Castle	Geo. A. Newhall	A. G. Towne
Trustee	J. J. McKinnon	J. N. Knowles	Jas. F. Chapman	Louis Sloss, Jr.	A. Geberding
Trustee	Louis B. Parrott	W. T. Y. Schenck	C. L. Taylor	A. G. Towne	Leon Blum
Trustee	J. N. Knowles	C. Carpy	J. J. McKinnon	H. T. Scott	Edward Coleman
Trustee	John Dolbeer	A. J. Ralston	Chas. Nelson	A. B. Field	Oscar T. Sewall
Trustee	C. Carpy	J. J. McKinnon	Louis Sloss, Jr.	F. W. Van Sickle	A. B. Field
Trustee	H. B. Hunt	Geo. A. Newhall	Arthur G. Towne	Chas. M. Yates	Wm. L. Merry
Secretary, Treasurer and Librarian)	Thos. J. Haynes	Thos. J. Haynes	L. H. Clement	W. L. Merry	Wm. L. Merry
Membership	January, 1893—310 ..	January, 1894—315 ..	January, 1895—308 ..	January, 1896—342 ..	January, 1897—406 ..

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1898 TO 1903

	1898-9	1899-1900	1900-01	1901-02	1902-03
President	Hugh Craig	Charles Nelson	Charles Nelson	Geo. A. Newhall	Geo. A. Newhall
1st Vice-President	Charles Nelson	Geo. A. Newhall	Geo. A. Newhall	Henry F. Allen	E. R. Dimond
2d Vice-President	Geo. A. Newhall	H. F. Allen	H. F. Allen	W. E. Mighell	Wm. E. Mighell
Trustee	H. F. Allen	Leon Blum	Wakefield Baker	Wakefield Baker	C. H. Bentley
Trustee	Frank L. Brown	Frank L. Brown	E. R. Dimond	E. R. Dimond	W. J. Dutton
Trustee	Leo Blum	E. R. Dimond	A. B. Field	W. J. Dutton	A. B. Field
Trustee	Edward Coleman	A. B. Field	Henry F. Fortmann	A. B. Field	Wm. L. Gerstle
Trustee	E. R. Dimond	R. D. Fry	William Haas	Wm. L. Gerstle	Rufus P. Jennings
Trustee	A. B. Field	Geo. W. McNear, Jr.	H. R. Mann	William Haas	Wm. H. Marston
Trustee	H. Rosenfeld	Wm. E. Mighell	W. H. Marston	C. Osgood Hooker	G. W. McNear, Jr.
Trustee	Edwin Goodall	M. A. Newell	Geo. W. McNear, Jr.	Wm. H. Marston	James Olin
Trustee	Wm. E. Mighell	H. Rosenfeld	Wm. E. Mighell	Geo. W. McNear, Jr.	Henry Rosenfeld
Trustee	Fred. Tillman, Jr.	Fred. Tillmann, Jr.	H. Rosenfeld	H. Rosenfeld	James B. Smith
Trustee	A. G. Towne	A. G. Towne	A. G. Towne	A. G. Towne	A. G. Towne
Trustee	Charles M. Yates	Chas. M. Yates	Chas. M. Yates	Chas. M. Yates	Chas. M. Yates
Secretary, Treasurer and Librarian	E. Scott	E. Scott	E. Scott	E. Scott	E. Scott
	Honorary Members.. 12 Active	Honorary Members.. 12 Active	Honorary Members.. 12 Active	Honorary Members.. 12 Active	Honorary Members.. 12 Active
	396	412	432	443	616
Total Membership....	408	424	444	455	628

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1903 TO 1908.

	1903-04	1904-05	1905-06	1906-07	1907-08
President	Geo. A. Newhall.....	Geo. A. Newhall.....	Geo. A. Newhall.....	W. H. Marston.....	C. H. Bentley.....
1st Vice-President	E. R. Dimond	E. R. Dimond	C. H. Bentley.....	C. H. Bentley.....	George E. Butler
2d Vice-President	C. H. E. Mighell	C. H. Bentley.....	W. H. Marston.....	W. R. Wheeler.....	George D. Gray
Trustee	Wm. E. Bentley.....	Frank L. Brown	W. J. Dutton	Wm. L. Gerstle.....	Wm. H. Marston.....
Trustee	W. J. Dutton	W. J. Dutton	Wm. L. Gerstle.....	Wm. Matson.....	Wm. L. Gerstle.....
Trustee	A. B. Field.....	J. A. Folger.....	Geo. D. Gray.....	Jas. Rolph, Jr.....	Wm. Matson.....
Trustee	Wm. L. Gerstle.....	Wm. L. Gerstle.....	Rufus P. Jennings.....	Jas. B. Smith.....	Jas. Rolph, Jr.....
Trustee	Rufus P. Jennings.....	Rufus P. Jennings.....	C. S. Laumelster.....	Wm. Mugan.....	Wm. G. Mugan.....
Trustee	Wm. H. Marston.....	H. D. Loveland.....	William Matson.....	Jas. Tyson.....	Jas. Tyson.....
Trustee	Geo. W. McNear, Jr.....	Wm. H. Marston.....	H. D. Morton.....	R. P. Jennings.....	Henry Rosenfeld.....
Trustee	James Otis.....	Thos. Rickard.....	Thos. Rickard.....	Geo. D. Gray.....	H. F. Prien.....
Trustee	Henry Rosenfeld.....	James Rolph, Jr.....	James Rolph, Jr.....	Henry Rosenfeld.....	W. F. Barnes.....
Trustee	James B. Smith.....	Henry Rosenfeld.....	Henry Rosenfeld.....	H. F. Prien.....	James K. Moffitt.....
Trustee	E. L. Eyre.....	Jas. B. Smith.....	James B. Smith.....	Geo. E. Butler.....	James McNab.....
Trustee	Chas. M. Yates.....	Wm. R. Wheeler.....	W. R. Wheeler.....	F. F. Connor.....	Chas. C. Moore.....
Secretary, Treasurer and Librarian }	E. Scott.....	E. Scott.....	*E. Scott..... †B. L. Cadwalader... ‡C. W. Burks.....	C. W. Burks.....	Clester W. Burks...
Honorary Members.....	11	11	11	12	12
Active Members.....	592	632	622	625	598
Total Membership...	603	643	633	637	610

* Resigned February 3, 1905

* Resigned April 3, 1905

† Acting Secretary

LIST OF OFFICERS OF THE CHAMBER OF COMMERCE FROM 1908 TO 1910.

	1908-09	1909-10
President.....	Chas. C. Moore.....	James McNab.....
1st Vice-President.....	James McNab.....	Wm. L. Gerstle.....
2d Vice-President.....	Wm. L. Gerstle.....	Wm. Matson.....
Trustee.....	W. F. Barnes.....	Gustave Brenner.....
Trustee.....	R. L. Bentley.....	Wm. A. Bissell.....
Trustee.....	M. J. Brandenstein.....	John Barneson.....
Trustee.....	Bruce Bonny.....	Wm. M. Bunker.....
Trustee.....	Wm. M. Bunker.....	A. E. Castle.....
Trustee.....	Wm. Matson.....	Stanley Dollar.....
Trustee.....	James K. Moffitt.....	C. F. Michaels.....
Trustee.....	Henry J. Morton.....	James K. Moffitt.....
Trustee.....	Wm. G. Mugan.....	H. D. Morton.....
Trustee.....	H. F. Prieon.....	Henry Rosenfeld.....
Trustee.....	Henry Rosenfeld.....	James Tyson.....
Trustee.....	James Tyson.....	Rolla V. Watt.....
Secretary, Treasurer and Librarian.....	Chester W. Burks.....	Chester W. Burks.....
Honorary members.....
Active members.....
Total membership.....

PART III.

The third period of the Chamber of Commerce history dates from the fire of April, 1906. That fire practically swept away the business district of the city. The Chamber of Commerce then, as now, a tenant of the Merchants Exchange Building, lost its furniture, its official books its pictures, its portraits and its library. The salvage was represented by a list of the members and a box of old records. The administration was neither discouraged nor disheartened; a few days after the fire began, namely April 27th, the Chamber was doing business, not at the old stand, but in the Ferry Building at the foot of Market Street, accommodations acquired through the courtesy of the Board of Harbor Commissioners. For several weeks the Chamber had a desk in the office of the Harbor Board. In less than two weeks after the damaging disaster President W. H. Marston was in daily consultation with members of the Chamber, and the routine business of the institution was running along at the usual gait.

**THE ROOTS OF
THE CITY INTACT.**

The April disaster was very naturally magnified in the reports sent from this city to the outer world.

One report had the wharves and docks of the port destroyed, and denied the existence of facilities for loading and unloading ships. As this baseless report was of serious consequence and threatened a shortage of the sacks needed for the growing grain, the Chamber of Commerce hurriedly issued a true statement of the situation. The world was informed that fire had destroyed a large portion of the business section of the city, but had not injured the water-front to any appreciable extent, and vessels were loading and unloading as usual. Through the co-operation of the Pacific Mail Steamship Company the shipping interests in Australia and the Orient were notified that the San Francisco wharves were all available. After weeks of active endeavor the Chamber succeeded in promoting a movement of sacks to

this port and the threatened loss of the grain crop was averted.

Perhaps the most important work of the Chamber for the several months succeeding the fire was the dissemination throughout the world of the real facts about San Francisco conditions, facts upon which the banks and business men of Europe and the East could absolutely rely, for in the face of facts to the contrary, damaging reports and rumors continued to circulate in the East and abroad. It remained for the Chamber to convince outsiders that the roots of the city were vigorously flourishing and the work of rebuilding the burned section was rapidly progressing.

**PRESIDENT MARSTON
A RELIABLE
PROPHET.**

The annual report of President Marston for the year 1906 is an interesting and inspiring message. This report deals in detail with the exciting events of the year and refers specifically to the important duties of 1906. The work of the Chamber in the months immediately following the disaster was temperately described, and again it was shown that the fire loss of \$300,000,000 was by no means irreparable. To quote from Mr. Marston's report:

"Deprived suddenly of much that seemed indispensable to the progress of the community, we still retained the facilities by which foreign and inter-state commerce moved. The water-front was open for our use; the transeontinental railways and the ocean, with its commercial fleets, were agencies by which the community was keeping commerce in motion.

Our people gave proof of our staying qualities. As soon as possible they resolutely began removing the debris and rebuilding. We shall rebuild this city and increase our commerce. And this Chamber will promote the work."

**A LUMINOUS RE-
VIEW BY PRESIDENT
C. H. BENTLEY.**

Curiosity may impel some to ask what the conditions were a year later, seeing that at the beginning of 1907 the situation was met in such a brave spirit. The answer is taken from the annual report of

President Charles H. Bentley, made early in 1908 for the year 1907:

"Our pessimists were in full flight during January of 1907. Some had said that it would take six months to clear the debris from the streets before any building of importance could be done. They had also said that the large bank clearings of the summer and fall months of 1906 were caused by the heavy insurance payments and that they would surely decrease. They were amazed at the fact that the streets, while sadly wrecked with the heavy teaming, were, in fact, cleared of debris before the end of the year; and were astonished that the bank clearings for 1906 were larger than any in our history.

The situation today is equally astonishing. Building has progressed to an incredible extent, approximately ninety millions of dollars having been expended since the fire. The bank clearings are the largest in the history of our city for the year 1907, \$2,133,883,638.80, exceeding the record figures of 1906 by over \$133,000,000—this in spite of the financial stringency and the heavy falling off in the clearings of November and December. The banking institutions of San Francisco, with one exception, have weathered a most trying financial storm which has prevailed throughout the country. The great wealth and prosperity of the territory tributary to San Francisco make it the metropolis of the Pacific Coast, despite all adverse conditions."

SOME PRODUCTS OF CALIFORNIA.

In discussing the products of California in 1907, President Bentley presented this statistical showing:

Gold	\$17,360.00	
Silver	975,000	
Oranges	24,300	carloads
Lemons	4,200	"
Beet Sugar	163,800,000	pounds
Wheat	6,500,000	centals
Barley	9,500,000	"
Corn	1,000,000	"
Oats	4,200,000	"
Honey	6,500,000	pounds
Raisins	140,000,000	"
Almonds	1,800,000	"
Walnuts	14,000,000	"
Prunes	72,000,000	"

Deciduous Fruits (shipped fresh).....	7,048	carloads
Canned Fruits	5,560,000	cases
Dried Fruits	254,375,000	pounds
Peaches	24,000,000	"
Apricots	3,000,000	"
Apples	3,600,000	"
Pears	1,000,000	"
Plums	1,500,000	"
Dried Grapes	375,000	"
Figs	6,000,000	"
Butter	28,678,439	"
Cheese	6,514,200	"
Hops	82,000	bales
Wool	15,000,000	"

THE RECORD OF A BUSY YEAR.

The time that has elapsed since April, 1906, has found the Chamber busy. Among the matters that have engaged its attention are the following: Having seventy-five per cent. of the Federal customs dues and internal revenues collections in Hawaii set aside for a period of twenty years for the construction of Federal public works and public educational buildings; the improvement of the San Francisco water-front; the deepening and widening of the channel of Oakland harbor; the condition of the public health; municipal government; head tax on aliens; an appeal for sufferers in the China famine; correspondence with the President of the United States in regard to Japanese immigration; urging that torpedo boats shall be constructed on the Pacific coast; urging the adoption of the bill to increase the efficiency of the United States Army; a bill to increase the pay of officers and men in the Army and Navy; in securing improved transportation via the Isthmian Canal; in urging the adoption of the Ship Subsidy Bill; improved currency legislation; and the defeat of the bill providing for a parcels post; to suspend action relating to the sulphuring of dried fruit until further investigation was made; securing the business on Indian supplies; city water supply; securing improvements of the Sacramento and San Joaquin rivers.

Many purely local affairs have been taken up, among which were the following: The charge made by transportation companies for the loading and unloading of freight; the extension of the Belt Line on East street; the salt water auxiliary system for fire protection; opposing the appropriation for purchase of the Geary street road; the employment of Professor William Carey Jones to pass on proposed Charter amendments; sending delegates to the Peace Conference held in this city; securing indemnity bonds to protect members of the Board of Public Works from personal liability under the provisions of the present Charter; securing a lower rate of insurance in public warehouses; securing improved railroad service to Tonopah; protesting against proposed freight rates into the San Joaquin Valley which discriminated against San Francisco; seeking a reduction of fire insurance rates throughout California; the improvement of the barracks, officers' quarters and other buildings on the Presidio Reservation; the building of warehouses and transport docks as provided by Congressional appropriation; the building of a State Building in San Francisco as provided in the Special Session of the Legislature held in June, 1906; endeavoring to secure a better class of construction of school and other public buildings in San Francisco; preparation of a San Francisco trade directory of members to be distributed in all territory reached by San Francisco merchants; seeking an improved transportation and mail service to Alaska; endeavoring to secure a proper improvement of vacant property by absentee owners.

THE INSURANCE ISSUE OF THE GREAT FIRE.

The fire of April, 1906, developed new and complex issues in insurance. The attention of the financial world was focused on an Francisco. The need of definite and reliable information regarding insurance affairs became so apparent that the investigation instituted by the Chamber was followed with consuming interest. In discussing the final report the Special Com-

mittee of the Chamber, consisting of Charles H. Bentley, George E. Butler and George D. Gray, offered these pertinent comments:

“We have kept in view the purpose as outlined in the original plan, to wit:

“1. The moral effect upon the insurance companies involved, once they knew that the Chamber of Commerce proposed to make a reliable report, giving fair credit to those companies that are fairly meeting their obligations.

“2. Supplying information on application of our members relating to adjustment being made by companies with which said members might hold policies.

“3. Sending general information to commercial organizations throughout the country relating to the insurance conditions in our city.

“4. In the light of such information, venturing some suggestions that will tend to the betterment of the fire insurance business both for the insurer and the insured.”

The report itself is a standard authority on the insurance conditions created by the fire, and has been declared by competent critics one of the most notable contributions to insurance literature.

PART FOUR.

The year 1908 was a period in itself. In the revival of business and the restoration of confidence succeeding the depression of 1907 the Chamber administration was efficient and potential. President Charles C. Moore accepted his office with a thorough knowledge of its responsibilities, and it must be admitted that he made a new presidential record. He inspired his associates in the Board of Trustees with confidence in his ability, his intelligence and his integrity of purpose, and as a result the Trustees responded as never before to calls on their time, their attention and their best endeavors. The rehabilitation activities of the city developed complex issues in the solution of which the influence of the Board was repeatedly requested. As a result of these and other demands the meetings of the Trustees were more frequent than in former years, and the committees were obliged to investigate and report on matters that had previously been ignored by the organization.

**SANITARY
CAMPAIGN**

The Citizens' Health Committee of 1908 was presided over by Mr. Homer King. The sanitation work of the city in 1908 was in a sense and to a degree directed by the President of The Chamber of Commerce of San Francisco, who was Chairman of the Executive Committee of the Citizens' Health Committee. While Doctor Rupert Blue of the United States Public Health and Marine Service was the professional head of the sanitation force and while it is true that Doctor Blue achieved international fame through his ability, energy and courage, the fact remains that the creation and direction of public sentiment and the financing of the great health crusade in San Francisco fell to Mr. Charles C. Moore, President of The Chamber of Commerce of San Francisco, who organized the business interests of the city from the highest to the lowest and through his dominating personality raised the very large amount of money needed for sanitation purposes. Mr. Moore standardized the financial work of the

campaign, and by his personal appeals impressed the people with the necessity for cleansing the city. If special stress is laid on the influence of the Chamber through President Moore in the sanitation campaign, it should be borne in mind that the campaign was conducted in the face of bitter opposition from a portion of the press and a portion of the public. The necessity for the work was never admitted by some of the newspapers and a certain portion of the public. Moral courage and persistence were inseparable from the leadership of such a campaign.

COMMERCIAL EXCURSIONS

On the initiative of President Moore the Chamber for the first time in the 58 years of its history inaugurated commercial excursions to interior communities; this with a view to illustrating the interdependence of city and country. The initial excursion, May 22 to 24 inclusive, included a visit to Stockton, a trip down the San Joaquin river by steamer and up the Sacramento river to Sacramento, and thence to Marysville, Croville and Chico. Another excursion, held October 31st, was along the water-front of San Francisco, thence along the bay shore to Vallejo and Mare Island Navy Yard. A third excursion, December 9th to 13th, comprehended Los Angeles, San Bernardino, Redlands, Riverside, Brawley, Imperial, El Centro, Calexico, Holtville, in the Imperial Valley (the visitors crossing the waters into Mexico), and thence home by way of Santa Maria oil fields.

In September the Chamber sent a delegation of representative members to Japan in response to an invitation from The Chambers of Commerce of Tokyo, Yokohama, Osaka, Kobe and Kyoto. In company with other Chambers of Commerce of the Pacific Coast, the party sailed for Japan on the 25th of September. The members of the San Francisco Chamber, under the leadership of Mr. F. W. Dohrmann, made a detailed report of their experiences in Japan, which was later published in the Chamber Annual.

**PANAMA CANAL
SUPPLIES**

San Francisco merchants have always shown much interest in furnishing supplies for the Panama Canal enterprise. Upon the request of the Chamber, Mr. William M. Bunker, a Trustee, visited the Canal Zone in October and made an elaborate report on the supplies used by the forty thousand people living in the Zone. He also reported upon the transportation conditions which have placed San Francisco at a serious disadvantage in competing for Canal Zone patronage.

Mr. Bunker clearly indicated the trade chances for San Francisco. He closed his report with these very pertinent remarks:

“The crux of the situation is swift and regular steamer service, under proper refrigerating conditions, between San Francisco and La Boca. If there existed a weekly express steamer service of twelve days, with dry air refrigeration, between San Francisco and La Boca, practically over one-half of the food supplied the Commission, or cold storage food alone to the value of \$120,000 per month, could be sent from San Francisco. In the opinion of Commission officials familiar with the conditions in the Zone and those in California, all the beef consumed in the Zone, transportation conditions being right, should be shipped from San Francisco.”

At the expense of the Chamber of Commerce, Mr. Bunker directed the attention of the Canal Commission to the quarantine against San Francisco and asked that the embargo be raised. The quarantine had lasted for many months and had proven a disturbing factor in the mercantile business of the city. The Chamber of Commerce at the request of the merchants investigated conditions and was able to equip Mr. Bunker with facts that induced Dr. Gogas of the Canal Commission to order the discontinuance of the quarantine against San Francisco.

**FORMATION OF
THE ASSOCIATED
CHAMBERS OF
COMMERCE OF
THE PACIFIC
COAST**

In order to exert the cohesive strength of the Pacific Coast in dealing with the Federal Government, the Trustees of the Chamber of Commerce of San Francisco invited the Chambers of Commerce of Los Angeles, Oakland, San Diego, Portland, Tacoma, Seattle and Spokane to meet in the rooms of the San Francisco Chamber October 5th, 1908 for the purpose of forming the Associated Chambers of Commerce of the Pacific Coast. The meeting was entirely successful. Ex-Governor John H. McGraw, President of the Seattle Chamber of Commerce, was elected President; Geo. H. Stewart, President Los Angeles Chamber of Commerce, Vice-President; and C. W. Burks, Secretary of the Chamber of Commerce of San Francisco, was elected Secretary. The scope of the organization is indicated by the following quotation from its bylaws:

"The object of this organization shall be to induce the Federal Government to recognize the commercial and strategic importance of the Pacific Coast, and to promote such National legislation as will hasten the development of American naval, military, merchant marine, river and harbor and general navigation interests along the Pacific Coast and on the Pacific Ocean; the immediate need being an expansion of American shipping, a large fleet in Pacific waters, and an adequate increase in the military and naval establishment on the Coast."

MISCELLANEOUS.

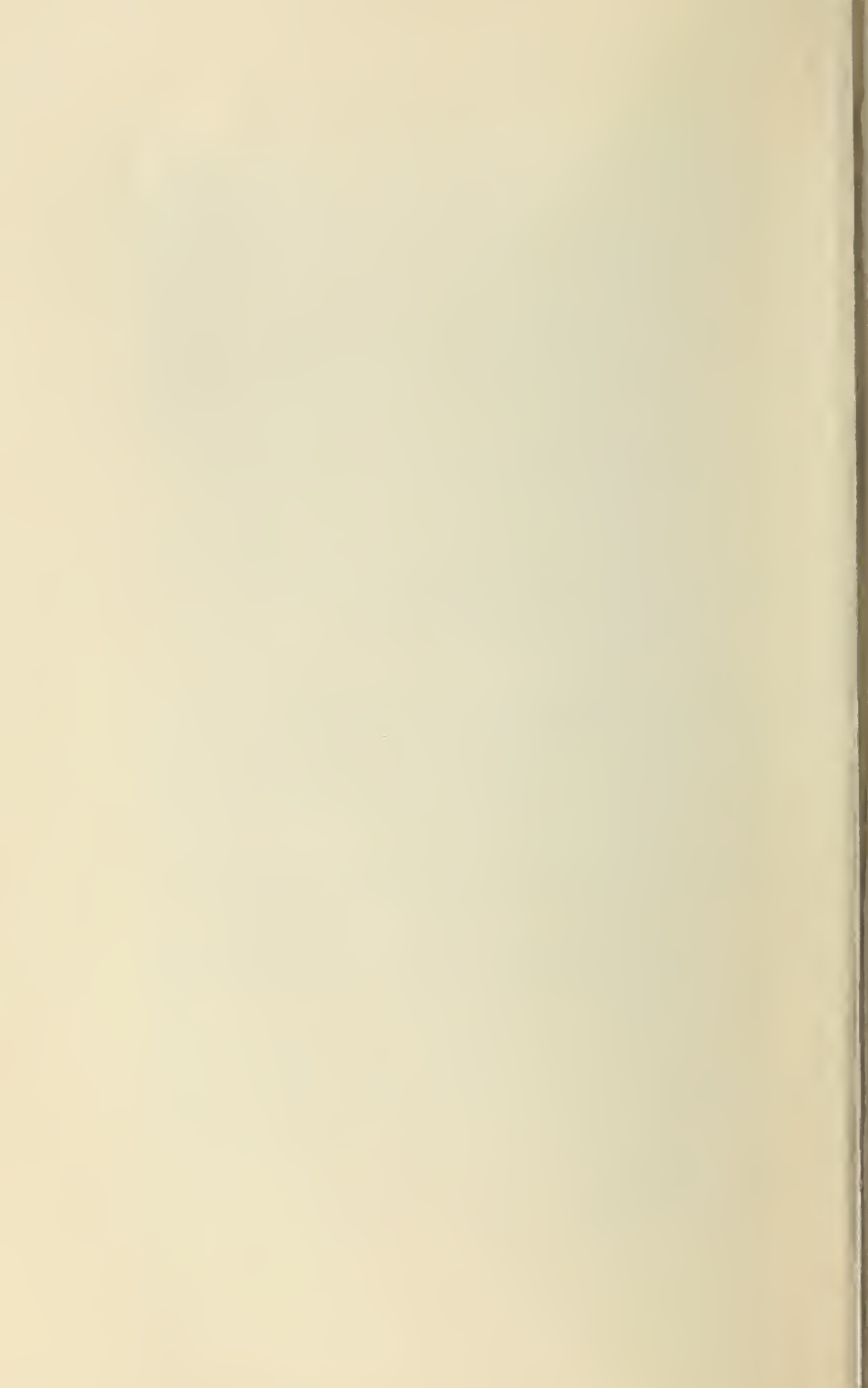
The Chamber of Commerce endorsed the Alaska-Yukon Pacific Exposition; endorsed the Golden West and American Industries Exposition at Earl's Court, London; energetically favored the improvement of the Sacramento and San Joaquin Rivers; guaranteed the necessary funds for the Trans-Mississippi Commercial Congress; opposed the proposed method of acquiring title to Islais Creek lands; launched plans for increasing trade with Alaska, Mexico, Central and South America; took active part in entertaining the visit of the great round-the-world naval fleet; advocated a new sys-

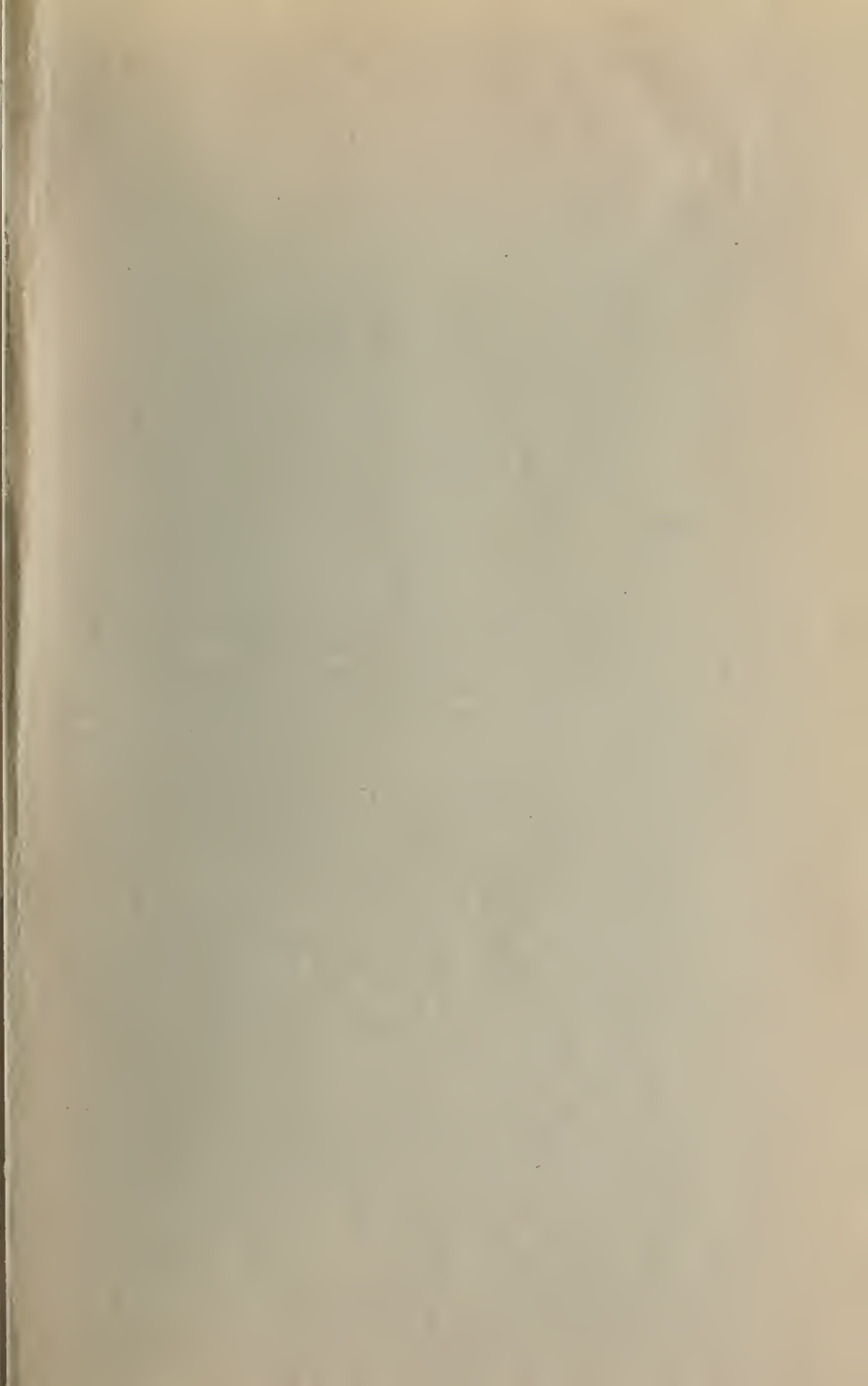
tem of collecting funds for the purpose of securing Conventions and Congresses for San Francisco; co-operated with the Merchants' Exchange in the formation of a Traffic Bureau; promoted the interest of the National Irrigation Congress; arranged for closer connection between the Chamber of Commerce of San Francisco and Interior Chambers; actively agitated for a larger American merchant marine; emphasized the importance of the Nevada trade; planned the entertainment of American Consuls to foreign countries during their passage through San Francisco; and worked in various ways for the improvement of the commercial conditions in the city and State.

During the year the Chamber entertained among others:

His Excellency Wu Ting Fang, Envoy Extraordinary and Minister Plenipotentiary of the Chinese Empire,
Hon. Paul Morton, Ex-Secretary of the Navy, President of the Equitable Life Assurance Society,
Hon. Charles W. Taylor,
D. O. Mills,
Hon. William R. Wheeler,
Representatives of Pacific Coast Chambers of Commerce,
James A. Blair, Pres. of Blair & Co., Bankers for Western Pacific R. R.,
Japanese Commercial Commissioners from Portland, Tacoma and Seattle,
General Frederick Funston, U. S. A.,
E. H. Harriman, President Southern Pacific Company,
Hon. Thomas J. O'Brien, U. S. Ambassador to Japan,
Hon. J. Cameron Forbes, Vice-Governor of Philippine Isls.,
Leon D. Luzriaga, Member Philippine Commission,
Hon. John Barrett, Director of the Bureau of Latin-American Republics.

An indication of the activity of the Chamber is found in the increase in the membership. During the year there was a gain of 33 per cent. By December, 1908, the membership had reached 750—the largest in its history, and this increase represented some of the oldest and largest houses in the community.





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